Issue 24 April 2000

THE TRANSFORMER

CONGRATULATIONS TO TRANSPORTATIONS'S NEWEST SENIOR MASTER SERGEANTS

AFSC 2T0X1
Gill, Stafford P.
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Johnson, Hohn E., Jr.
Leshner, Douglas H.
Montague, Austin T.
Ramsey, Tracy L.
Thoma, Bill M.

AFSC 2T1X1
Gomez, Fermin
Johnson, James R. II
Little, Daniel M.
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Snapp, Laita L.
Tate, Timothy W.

AFSC 2T2X1
Allen, Ronald E.
Branum, Michael P.
Collet, Sandra L.
Collymore, Belfield
Fox, Keith E.
Friedman, Stephen A.
Guy, Brian E.
Linnane, David W.
Monday, Andrew R.
Navarro, Irma
Tellman, Roy F.
Veen, Timothy M.
Westfall, Dwight R.
Whittington, Wesley
Wissman, Daniel P.
Yesensky, John T.

AFSC 2T3X0
Ables, Jane A.M.
Chambers, David F.
Dillon, Thomas E.
Dowdy, James L.
Johnson, Johnnie M.
Keys, Rosanne L.
Koenig, Udo
Langley, Kenneth R.
.Matthews, George L.
McFarlane, Lionel G.
Smith, William H., Jr.
Tolmie, Edward J.

TRAFFIC MANAGEMENT

TOPS: AN EFFECTIVE MANAGEMENT TOOL TO PREPARE FOR PEAK SHIPPING SEASON

Many of you know the benefits of good planning supported by solid factual data. In the personal property business, it's sometimes hard for TMOs to sift through the never ending stream of numbers and figures you need while continuing to work everyday issues. TOPS is an elaborate database system that can provide essential historical shipment data quickly and accurately. Using this tool wisely can help make this summer a success for your office.

It all starts with your TOPS Administrator, who must know the how-to of SQL commands. Their level of personal property expertise also makes this an easier endeavor. It is also essential that key section supervisors understand the basic system setup and provide knowledgeable input to this process. In TOPS, all the screen reports pull data from two basic areas,

tables, and columns. If you know what information goes in the tables and column areas and why and how it relates to the shipment data you are seeking, the rest is easy.
Suppose you want to compare and graphically chart estimate weights to actual weights for Code 1 outbound shipments. This will show how accurately your counselors assist the members in estimating the weight of their shipments. TOPS can help you do that without sifting through a thousand folders of DD Forms 1299, GBLs, and weight tickets. Your TOPS administrator can query individual shipment estimate and origin (actual) weights from TOPS in SQL format. Make sure the query is for a specific code of service and date period (e.g. last summer). In a manner of minutes you can have a complete list of shipment data. With someone in your office experienced in EXCEL, you can turn that information into a complete and visual management tool backed by solid numbers.

There are many ways TOPS can help you achieve success in the workplace beyond its upfront appearance. As personal property supervisors and managers we are continuously tasked to use all available means to achieve our ultimate goal….100 percent customer satisfaction. TOPS database management is just one way to help achieve that goal. Have a productive and problem-free summer shipping season.

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TOPS-Special Characters

Special Characters are still plaguing the production of GBLs. When a form, commonly the GBL won't print or only partially prints, most of the time you can review the record and find a "Special Character" lurking in a data field. These characters normally are # or &. These special characters should not be used in the TOPS system.

TOPS-Personal Property Destined for Overseas

Personal property shipments are still arriving in the overseas area with incorrect delivery information. For example, a shipment destined for Stuttgart will show Grafenwoehr in Block 18 of the GBL. The carrier contacts the Transportation Office at Grafenwoehr to clear the shipment and place it in SIT in the Grafenwoehr area. When delivery is requested to Stuttgart, excess cost is incurred for excess distance. At the authorized destination City Block, counselors should do a list values and enter either an APO, FPO zip code for the city or base where the member is assigned, a country, or GBLOC, and execute query. If you queried on the APO or FPO and no data is provided, query on the destination GBLOC field. This will usually provide more selections to choose from. If you queried on a country or GBLOC, find the zip code for the base/city where the member is assigned and select it. If you enter APO 09131 for Stuttgart, execute query, and selected that information, TOPS will populate the screen with Grafenwoehr in the City Name Block, Germany in the Country Block, USAREUR CPPSO GRAFEN in the installation Name Block and WKAS in the GBLOC block. If you select this data, Grafenwoehr is listed as the authorized destination city, the ZIP/APO/FPO block list 09131 as the APO, and the country block shows Germany. At the entry for Street, either press enter to go to the City Block or enter a street address and press enter. At the City Block type the applicable city or base name.

TOPS-GBL Problems with DFAS

JPPSO-COS was appointed the central Point of Contact for all Air Force issues regarding GBLs and DFAS. We have been working closely with DFAS to identify discrepancies related to GBLs generated by TOPS. The findings mainly were categorized as appropriation and incorrect finance office. The incorrect appropriations were mainly periods and Xs put in the appropriation field during counseling. Incomplete appropriations were entered even though the orders had a complete appropriation. Shipments for Army Corp of Engineers/AFEES listed Indianapolis as the accounting office. This happens because TOPS will automatically enter DFAS Indianapolis for any shipments where the Branch of Service is Army or Air Force. Suggested Correction: Counselors enter remarks on the last screen of 'BASIC' to identify Army Corp of Engineers or AFEES shipments. The Shipment Planner, TDR Clerk, or person who prints the GBLs will see the remarks and will generate a DD Form 1200, GBL Correction Notice to change the finance office. The DD Form 1200 and the GBL should

be printed at the same time to ensure the carrier receives both documents. The main objective is to ensure the carrier does NOT bill DFAS Indianapolis.

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Professional Books, Papers, and Equipment (PBP&E)

JPPSO/ECAF review of excess cost case file shows many Air Force shippers are experiencing unnecessary excess cost because they either do not know or do not follow the requirements for declaring and properly documenting PBP&E.

a. Military members should be counseled on the requirements of JFTR, Volume 1, paragraph U5310-C, and the Air Force Supplement to the JFTR, paragraph 2.3.5. PBP&E must be declared on the DD Form 1299, separately packed, marked, and weighed, and all PBP&E must be annotated on the inventory including the weight for each PBP&E carton.

b. For civilians, JTR Volume 2, Chapter 8, paragraph C8007, and the Air Force Supplement to the JFTR, paragraph 11.3.12, outlines the requirements for shipping PBP&E. Prior to shipment, civilians must submit an itemized inventory of PBP&E to an appropriate authorizing official at the new permanent duty station. The authorizing official must certify that the PBP&E items itemized are necessary in the performance of the employee's duties and that if they were not shipped, the Government would have to purchase the same or similar items. The PBP&E must then be declared on the DD Form 1299, packed, marked and weighed separately, and annotated on the inventory, including the weight for each PBP&E carton. The movement of PBP&E for civilians to full JTR areas is not paid for with travel and transportation funds; orders will contain a separate fund cite for the PBP&E movement. This fund cite should be entered on the GBL on the same line as the weight of the PBP&E.

c. When scales are not available, constructive weights are used. PBP&E constructive weights for military members are computed at 40 pounds per cubic foot. PBP&E for civilians are computed at seven pounds per cubic foot.

d. If the carrier fails to identify the PBP&E on the HHG descriptive inventory at the time of pick-up, Air Force policy permits identification at destination. The member must coordinate the origin oversight with the destination TMO at the time of or immediately following delivery of the HHG (PBP&E should be in the original shipping carton).

e. PBP&E are defined in Appendix A, JFTR, Volume 1. Air Force policy permits credit for computer equipment; however, only one each computer component (i.e., one computer, one printer, one monitor, etc.) may be credited.

TMOs should encourage members to declare and document PBP&E, even if they don't think the shipment will exceed their full JFTR/JTR weight allowance. JPPSO/ECAF computes its initial billings based on data contained on the GBL and the carrier's billing documents. Please insure that PBP&E is properly documented on the GBL in all cases (use GBL Correction Notice when necessary).

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COST COMPARISON SPREADSHEET

The Traffic Management Flight at Osan AB created a cost comparison spreadsheet for shipping outbound high priority mission essential cargo over 150 pounds, i.e., 999, MICAP and 2LM cargo. Our goal is to ensure that assets are moved by

the quickest, most efficient, and economical means possible and the cost comparison spreadsheet ensures we accomplish that goal. AFI 24-201 chapter 6.4. instructs us to utilize the WWX contract for shipments under 150 pounds. There is no clear cut guidance on shipments over 150 pounds. We would either use our tenders of service for oversized items or Air Mobility Command (AMC). With that in mind, we created a cost comparison spreadsheet. We complied rates and transit times for shipments starting at 151 pounds/196kg to 1000 pounds/491kg from AMC, Federal Express, DHL, and Emery Airfreight. We put this data on a spreadsheet by creating columns for AMC (Osan to Travis), Second Destination charges, and door-to-door charges for the commercial express carriers. Each column is broken down by weight/kilogram and applicable cost. With this information readily available, sound traffic management judgment can be applied to determine the mode of shipment. Example, you have a 2LM asset going to depot for repair, how would you send it? First compare rates for each carrier by weight and compare transit times. AMC is relatively cheaper, but this item is really hot! The average time for commercial express carriers from CONUS to OCONUS or vice versa is 6 days faster than AMC. In this case, we would use the commercial express carrier. Also, to aide cargo movements, the traffic management officer has established a $1000 threshold as a local policy in determining the best method of shipment. Shipments that exceed $1000 are approved by the traffic manager and or superintendent. To ensure our customers are receiving the best service available, all cargo movement personnel have been trained and are well versed with this policy and its use. As transporters, we must always remember that our goal is to move high priority, mission essential assets by the quickest, most efficient, and economical means possible. The use of spreadsheets is a great management tool for implementing sound judgment in traffic management. For further information on this helpful tool contact MSgt Tapp.

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Shipping Vehicles to and from Alaska

Service members have a couple of options for shipping their Privately Owned Vehicles (POVs) when PCSing to and from Alaska. In addition to *shipping a POV at government expense*, the member also has the option to drive two Privately Owned Conveyances (POC's) via the Alaska Marine Highway System (AMHS) ferry or the ALCAN Highway. Members electing to travel using the AMHS ferry (or driving the ALCAN) must have authorization included in their travel orders. Note: An important thing to remember is JFTR para U5116 doesn't classify vehicles as POVs when driven or transported on the AMHS ferry or ALCAN, instead vehicles are classified as POCs.

The trip to Alaska via the AMHS ferry is not only a beautiful way to travel to Alaska, but a great way to move that extra vehicle to and from Alaska. It also provides a less expensive option for those members with large vehicles, since the standard 20-measurement ton restriction for POVs doesn't apply when moving POCs via the AMHS ferry.

All authorized transportation costs can be paid for by the origin TMO by issuing a Government Transportation Request (GTR) or travelers can use their government travel cards and receive reimbursement. The member is authorized transportation costs to include the vehicle fare, passenger fare, and cabin space aboard the vessel. Also, members are not paid mileage while on the AMHS ferry, but they are entitled to per diem. For more information on reimbursable expenses, contact your local finance office prior to making arrangements.

Before departing your home station, travelers should have a letter from the AMHS giving them the confirmation number, charges, and their scheduled departure date and time. The AMHS ferry primarily operates from Bellingham, Washington three to four times a month and travels to Haines, Alaska (777miles from Anchorage). Very limited service (once a month) is offered to Seward, Alaska (126 miles from Anchorage) and normally requires members to lay over in Juneau for two days. Call 1-800-642-0066 or (907) 465-3951 for reservations or visit their web site at www.dot.state.ak.us/amhshome.html. For more information on traveling to Alaska, including the ALCAN, check out our web page at http://www.elmendorf.af.mil/Baseguide.htm#. Getting Yourself Here is Part of the Adventure.

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Importation of Previously Exported Tobacco Products, Cigarette Papers and Tubes

U.S. Customs Service has just announced that they will begin enforcing provisions of the Balanced Budget Act of 1997 (Section 9302 (h) and (i) of Public Law 105-33, 111 Stat., 672).

This new law only applies to the reimportation of tobacco products made in the United States that are tax-exempt i.e. cigarettes bought at OCONUS military exchanges and commissaries, duty free shops or on board international carriers. This new law does not apply to foreign tobacco products. This new law does not apply to tobacco products made in the United States and tax-paid, i.e. cigarettes bought at the corner store.

What has changed? U.S. origin tobacco products can no longer be brought back into the United States in any quantity. No exemptions can be applied to these restricted tobacco products, nor can the U.S. Customs Service accept offers to pay the tax. Here is an example: Previously, if a service member on a 30 day TDY overseas bought two cartons (400 cigarettes) of U.S. origin cigarettes at the overseas commissary before leaving, and then flew back to the US, he would get 300 cigarettes duty and tax free under his personal exemption, and pay the IR tax on the remaining 100 cigarettes. There would have been no duty tax as they were US origin goods.

Under the new law, all these cigarettes if properly declared, would have to be immediately exported, or if that is not possible, abandoned to Customs for destruction, as no return of US-origin tobacco products is allowed. If they are not declared, they will be seized and penalties could be assessed. The civil penalty is at least a $1,000.00 fine. Criminal penalties are also possible.

Navy ships will be able to maintain bonded stores with U.S. tobacco product in them, but the crew will not be able to bring those cigarettes ashore. Further information is available on the Alcohol Tobacco and Firearms (ATF's) website at www.atf.treas.gov, or by contacting your local ATF office.

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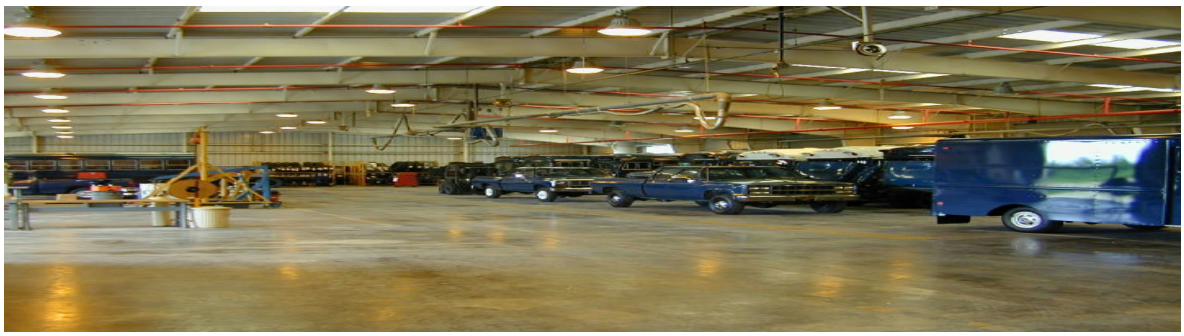
COMBAT READINESS

The Foot Print of Freedom

Out along the tip of the "sword of freedom" is a tiny island that is 38 miles long by a half-mile wide at its widest point. That island is called Diego Garcia, the "foot print of freedom", so named because of its unique foot shape. To those who have spent a year of their life stationed on Diego Garcia it will always be referred to as "DG". DG is a British owned island that hosts a menagerie of Department of Defense service components. The U.S. Navy manages the island's military community and plays host to components of the U.S. Army, Marine Corps, Merchant Marines, and of course, several Air Force

commands. Among the island inhabitants, the Air Force's Pacific Air Forces (PACAF) Detachment 1, 613 Air Support Squadron (ASUS) sets the standard for all others to emulate. Det 1, 613 ASUS is a caretaker unit consisting of 12 consummate Air Force professionals. Aerospace Ground Equipment (AGE), Aircraft Maintenance, Supply, Command Support, Resource Management, Logistics Plans, Liquid Fuels Maintenance, Weapons and of course, Transportation technical experts ensure the combat readiness of over 300 pieces of War Reserve Material (WRM) valued in excess of $10 million.

The Det's stated mission is "To operate and maintain a geographically separated South West Asia (SWA) contingency base in support of CENTAF and PACAF. Provide facilities, munitions, vehicles, aerospace ground equipment, maintenance equipment and aviation fuel to sustain contingency and wartime operations". Det 1 consistently demonstrates its support capabilities by playing host to quarterly classified deployments, refueling aircraft in support of fighter aircraft rotations to and from the SWA area of operations and numerous other specialized deployments conducted throughout the course of the year. The Det hosted an Air Expeditionary Group deployment to the Indian Ocean with exceptional results in 1998/1999. PACAF and Det 1, 613 ASUS are applying lessons learned from that deployment to refine operations, facilities and equipment in order to ensure the success of future AEG deployments to DG. A key to the unit's success in meeting all assigned missions is the Transportation Flight. Transportation maintains and can provide over 100 Special and General Purpose WRM vehicles to deployed units in order to facilitate immediate combat aircraft sortie generation.



The flight consists of one military Quality Assurance Evaluator (QAE), and a Base Operating Support (BOS) contractor crew of 9 Filipino nationals. The BOS contractor has operational responsibility for all aspects of vehicle maintenance. Material Control, Workload Control and other ancillary programs such as Technical Order Management and Hazardous Waste Management are handled by the contractor in accordance with applicable standards. While most Transportation units around the world have specialized shops for refueling, general purpose, fire truck and special purpose vehicles, such is not the case here. The contractor employs technicians who are experts in all areas of vehicle maintenance. Most have previous experience maintaining Air Force vehicles in areas such as South West Asia, Guam and the Philippines. The

contractor incorporates a very aggressive corrosion control program into its day to day operations. The salt laden climate makes DG the harshest environment within which to maintain T.O. 36-1-191, Paint and Appearance Standards. The condition of the older vehicles belonging to PACAF is evidence of the great pride these individuals take in their Corrosion Control Program. Visitors to the vehicle storage warehouses are in awe of the like new condition of a fleet that averages 12 years of age. The contractor maintenance efforts were noted as "exceptional" during a recent PACAF WRM Staff Assistance Visit. The dedication, flexibility and "will do" attitude of the contractor technicians are an immense asset to the Air Force on DG.

The Transportation QAE has overall responsibility for the Transportation Flight. A Technical Sergeant in this position is the equal of any Vehicle Maintenance Manager in a typical maintenance flight. The QAE must be knowledgeable of all aspects of vehicle maintenance in order to make decisions that will ensure mission accomplishment now and into the future. That knowledge also allows the QAE, through surveillance, to ensure that the contractor is providing a service that meets or exceeds expected standards. Due to the short assignment duration, many initiatives will not come to fruition until long after a QAE has finished his/her tour and moved on. Implementing contract changes to accommodate initiatives before they can be enacted slows the improvement process on DG. The QAE responsibilities cross over many areas within a typical Transportation Squadron. The QAE must be knowledgeable in fleet management, vehicle control, WRM management, air cargo operations and be the liaison to deployed units to ensure its transportation needs are met. The transportation needs of other Air Force tenant commands on DG are also addressed by the transportation QAE.

Being removed from the mainstream transportation world and not under close scrutiny, complacency towards the status quo could be a problem on DG. However, current initiatives within transportation include, but are not limited to adjusting the current maintenance contract to meet new WRM storage condition criteria and maintenance intervals. Preparation of "deep stored" vehicles for the innovative CORTEC long-term storage program will begin with implementation of an updated BOS contract. Operating instructions have been initiated to ensure liquid fuels maintenance of refueling truck pumping systems is accurately tracked and reported in the On Line Vehicle Integrated Management System (OLVIMS). Environmental issues concerning the procurement of automotive air-conditioning refrigerant reclamation equipment have been addressed and are on order. Procurement of an environmentally compliant automotive painting facility is currently in the initial planning

stages. Living continuity books are constantly tweaked in an attempt to reduce time costly relearning of processes by QAEs. While DG's march into future may be slow, it is persistent. The combined efforts of world class transporters of the past, present, and future will continue to make Det 1, 613 ASUS, and its transportation flight one of best units in PACAF and the United States Air Force.

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Vehicle Operations

Direct Labor Rate

What was your direct labor rate for yesterday?…for that matter what was it last month? You might be asking yourself what is a direct labor rate. Believe it or not, we in vehicle operations have a direct labor rate similar to our brothers and sisters in vehicle maintenance and should be monitoring it daily just like vehicle maintenance monitors its vehicle in-commission rates.

If you closely analyze the Air Force Manning Standard for our functional area you will notice that for our operations side of the house we should be getting at least a 65% direct labor rate. What this means is a person should be tied to a dispatch record (AF Form 868) some how for 5.2 hours of a given eight hour shift.

To help monitor this as well as other workload factors required by AFI 24-301, para 1.2.13, "The use of manpower/workload data collection procedures and personnel productivity analysis is vital to the effective utilization of personnel and maximizing the level of service to the customer. If you really look at this requirement, every vehicle operations manager and/or superintendent should have a process to monitor, analyze and make decisions based on the performance".

We here at Spangdahlem AB, Germany, believe we have met the intent and spirit of the AFI. The first thing we did was create a work center called Training and Manpower Function (TMF). Many of you might remember it from the old AFR 77-310, Vol 1. This work center has many tasks with one being the collection and analysis of our workload (see other article on the TMF for more details on this vital work center). After we created the work center, our NCOIC, TSgt(s) Charles Jost took on the challenge of developing a series of tools to meet the requirement with vigor and gusto. He

- Developed Manpower 2000, which is a computer program to manage the authorizations, assignments, and READY augmentees.
- Developed a simple direct labor calculation chart that computes the rates for vehicle operators, vehicle care, and dispatch.
- Implemented a time tracking process to collect our overtime, unavailable time, training time, and TDY time.
- Created a series of graphs to plot everything from numbers of requests to time in service. We also use these to meet the performance measures under the Mission Essential Task Lists (METLs).
- Developed a chart that we post everyday with the previous days and previous months direct labor rates in all three areas.

Each and everyday at our morning roll call, he briefs the rates for the previous day. This helps everyone keep focused on our primary goal, "customer service" in the form of ground transportation. Normally by the fifth of the month he has collected the workload data from the previous month from the time sheets and OLVIMS - fleet workload report. This data is all pumped into the excel workbook and graphically displayed. All supervisors from the operations side of the house get

together and review the data and determine if we need to make manning adjustments. We are able to zero in on the people who have not met their documented workload goals and review why this may have happened.

As an example of how effective this process has been for us, in Aug 99, our total dispatch record count was less than 800. In Jan 00, our count was over 2600. No, we did not get busier; we just do a "better job" of documenting that work. Our productivity rate has risen from 30% to 83% average. To meet this challenge we had to retrain every dispatcher and supervisor to aggressively document the work. For example, we capture the time expended on vehicle cleaning and servicing and we do so under Code 18 in OLVIMS - Dispatch. Every time we touch that vehicle, we document it. When we preinspect our you-drive-it (UDI) vehicles, we capture that time (it consumes 10 to 20 minutes). When we actually dispatch the UDI with the customer, we again capture that time. Then lastly, when the vehicle returns from dispatch and vehicle care center cleans, refuels, and services that vehicle that time is again captured.

If you would like to get copies of our products, please feel free to contact SSgt Robert (Skip) Baxter (new NCOIC as TSgt(s) Jost is PCSing) at Robert.Baxter@spangdahlem.af.mil or his co-worker SSgt Scott Neu at Scott.Neu@spangdahlem.af.mil.

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Vehicle Control Function 2000

Having trouble documenting the no-notice vehicle inspections? Well here at Spangdahlem AB, Germany we have developed a program that not only collects and produces an easy to read report of inspections but a few other niceties.
Our VCF 2000 Program:

- Tracks and reports inspections, vehicle competition (top wheels, Eifel Golden Wheels, or other names) results.
- Vehicle add-on actions for use in validating rotations, analysis of and payback prior to LGTM putting $2,000 worth of equipment on an eight year old vehicle that may be salvaged in a few months.
- Inspection tracking roster that lets you track what vehicles have been inspected already so you can get that 20 or 50 percent across the fleet look.
- Excel matrix of SAVs and Inspections to ensure you can stay on track for the semiannual, annual inspections, and SAVs.

The program can be improved and will be a useful tool if bases experiment with it and provide suggestions on improvements. We have had success with the program and are willing to share with anyone who maybe interested. Contact SSgt Jason Redfern at Jason.Redfern@spangdahlem.af.mil.

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VEHICLE MAINTENANCE

Kadena's Vehicle Maintenance Team

As the old saying goes, “Time sure flies when you’re having fun” and since the year went so fast, 1999 must have been fun. With the responsibility for maintenance and repair of 1,950 vehicles supporting 42 United States Air Force and Department of Defense units, including the largest combat composite wing outside of CONUS, in Okinawa we’ve always, and I do mean always, have something to do. So when we looked back to see what our flight of 170 personnel had been doing, we were amazed at our accomplishments during the past year.

Improving our flight processes has always been the number one priority and the crew responsible for controlling maintenance actions came together as a team to do just that. They developed an innovative vehicle repair process designed to schedule all maintenance repair actions via an appointment system, and man what a system. In short here’s how it works. First let’s discuss unscheduled vehicle repairs. When the vehicle user has a problem, he or she calls the workload controller, who’s collocated within the Customer Service Center, to request assistance. Our controllers take the request and log it into a database. The database is accessed by our team of mobile maintenance technicians who inturn, travel to the vehicles’ location and repair it on the spot. If the malfunction can’t be fixed, and doesn’t require wrecker assistance, our technician contacts the workload controller to schedule an appointment. Safety related discrepancies are given same day appointments, all other repairs are seen within two duty days. The mobile maintenance technician annotates AF Form 18XX with the date and time of the appointment if the vehicle isn't seen the same day. Now let’s talk about scheduled maintenance. The workload controller sends out open appointment dates to the VCOs at least two weeks prior to the vehicle due date loaded in OLVIMS. The VCO picks the appropriate date and time based on his or her units mission to bring the vehicle in for scheduled maintenance. By establishing scheduled maintenance appointment dates in concert with the unit VCO, we’ve virtually eliminated overdue schedule maintenance. Last but certainly not least, at the end of each duty day, the workload controller gives an itemized list of vehicles with discrepancies scheduled for the following day as well as all verified scheduled inspections to our customer service teams. Additionally, shop supervisors have visibility over their current and future workload and the flexibility to schedule their work force accordingly. Our customer service teams usually handle three or four customers every half hour, plus the occasional walk-in who must wait until the person with an appointment is taken care of first. Since the implementation of this program, supervision has had a better road map of the workload and were able to manage it more effectively. As a result, the wing’s vehicle in-commission rate rose to an impressive 94.2%, with a 24-hour turnaround time of 76.2%, which is an all time record high for Kadena. This insightful concept was also praised by the PACAF IG who were here to give us a look during February 1999 Unit Compliance Inspection. Well what else have we done?

Do we have a problem with rust? You bet we do! To counter this corrosive environment, we developed a finely orchestrated paint plan that allowed us to corrosion control at least 30 vehicles a month which kept our Allied Trades technicians pretty busy. But painting a vehicle doesn't stop it from rusting, prevention is the key to fighting rust. So how did we develop a plan of attack to fight the constant corrosion of our vehicle fleet? We hosted a Joint Corrosion Summit with corrosion control specialists from all sister services on the island. We had attendees with backgrounds in aircraft, vehicle, and facilities corrosion treatment and prevention, where we shared "best in class" practices. Needless to say, the summit was very insightful and helped establish better lines of communication in the fight against corrosion. As a result, we're inducting our M-series tactical vehicles into the Marine Corps' depot corrosion control facility at Camp Kinser, where the vehicles undergo extensive restoration. But with all the painting and prevention going on, some of our customers still needed extra attention, and attention they got. During 1999, we initiated an aggressive restoration program on HQ PACAF DET 1 PACES SILVER FLAG wartime training equipment and when the paint dust settled, we not only improved their readiness but saved $147K in material costs in the process. We didn't stop there. Our aging refueling vehicle fleet was in dire need of major corrosion control. Last year alone, we accomplished depot type overhauls on 1/3 of the depot eligible R-11 fleet, negating the need to send these vehicles back to CONUS freed up critical funds to be used elsewhere. We also installed retrofit air conditioning kits in the refurbished R-11's, which was a huge morale booster in the POL community.

Our revolutionary Automated Tire Regrooving Program paid huge dividends by extending the life of serviceable carcasses by 82 percent, which equates to a savings of $56,000 a year in tire disposal fees. By doing so, we partnered with our Okinawan neighbors and eliminated 10 tons of rubber per year out of their landfills. We also purchased an alternator/starter rebuild tester that made dramatic improvements in our ability to support the 18th Wing. Our technicians now had the capability to rebuild an assembly at a fraction of the cost of contract maintenance or purchasing the item new. We invested heavily in state of the art automatic transmission rebuilding tools and equipment in an effort to reduce maintenance cycle time. Our technicians aggressively rebuilt all of our automatic transmissions in-house vice buying the assemblies new or rebuilt from a civilian source stateside. Last but not least, we purchased a new Sun 500E engine diagnostic analyzer that has already paid tremendous dividends in vehicle reliability. I guess you might wonder, did training come with all of this new equipment? The answer was yes, but not from the traditional civilian or school house sources we're accustomed to.

We're proud to say that in 1999, Kadena cut the ribbon to open the Air Forces' only regional CCAF accredited training center outside AETC and it's widely known as the PACAF Transportation Training Center (PTTC). So, right here in the vehicle maintenance compound we're providing state of the art training for technicians throughout PACAF. Last year the PTTC held seven classes and the courses taught included Air Conditioning, Computer Engine Controls, Brakes and Steering, and Electrical Systems. Wow! a modern training facility, how lucky can you get! So what else could we have possibly done? Did we accomplish any self-help or infrastructure upgrades? You bet we did!

By using Gold Flag money, and the wing's IDIQ contract, we were able to completely refurbish several of our dilapidated facilities. The electric overhead roll-up doors in the Allied Trades Element were replaced along with the interior lighting of the Special Purpose work bays. Through self-help, we completely repainted Refueling Maintenance, Fire Truck, Tire Shop, Customer Service Center, and took an old paint booth and refurbished it to house our bench/working stocks. We also made a big dent in the furniture replacement plan, and had a rolling space saver storage system installed for deferred parts and Technical Orders and purchased new toolboxes for all our technicians.

Another challenge that presented itself was the short notice deployment of critical vehicles and one mechanic in support of Operation STABILIZE. Materiel control researched and requisitioned follow-on vehicle spares that ensured mission success of INTERFET, the multinational peacekeeping force in East Timor. Our folks evaluated Drexler forklift's performance as part of an Air Staff directed MEEP project during Combat Ammunition Production Exercise (CAPEX) 99. We also developed job safety briefings that were lauded by PACAF/LG and incorporated it into the command website. One of our natural working groups, designed an innovative WEB page that contained real time vehicle status, appointments, mobile maintenance requests, centralized waiver database, and Vehicle Control Officer information that's accessible 24 hours a day, 7 days a week. All in all, last year was extremely busy and quite challenging, but we always found time to give back to the community.

Flight personnel were deeply involved in community activities. We read stories to elementary children during black history month, were involved in the Community Action Council which sponsored Ishimine Children's Orphanage, collected donations for Sister Sara Angels in support of children in East Timor, and participated in the annual Marine MWR Toys for Tots campaign for underprivileged children. Our personnel also coached youth sports, served on wing advisory councils, participated in and supported the annual Americafest open house, Golden Run Marathon, and various combined services beach cleanups just to name a few. Teamwork, Integrity, and Professionalism were the driving factors that led our flight to new levels of achievement.

We've pulled in a few awards that recognized our accomplishments and star performers. Our PACAF benchmarked Tire Regrooving Program won Vice President Al Gore's coveted HAMMER Award. Our flight information manager, was selected as the 18th Logistic Groups Communication and Information Professional of the Year for 1999. One of our materiel control personnel was selected 18TH Logistics Group Airman of the Year and 18th Wing runner up for Airman of the Year. Also, one of our general purpose vehicle mechanics, who incidentally was the 18th Wing Airman of The Year for 1998, was selected for OTS. And to top it all off, Kadena Vehicle Maintenance Flight was selected as "Best Motor Vehicle Maintenance Unit in PACAF" for 1999--wow, what a year!

POC: CMSgt Murray J. Westley
18 TRANS/LGTTV
Kadena AB JA

TAKING THE LEAD

"Alright, we're getting a new vehicle for our base. We won't have to maintain those old ones anymore. Our workload sure will go down now". Most of us in vehicle maintenance have had these thoughts in the past. What happens when the new vehicles do not reduce your workload but instead end up presenting you with a different set of challenges? Do you lead, follow, or just get out of the way. Well, a group of forward thinking vehicle maintainers from the 341st Transportation Squadron at Malmstrom Air Force Base, Montana put their heads together and solved some rather time consuming and very costly problems with the new Up-Armored Humvee.

Maintaining a vehicle fleet that drives nearly 9 million miles a year over Malmstrom's 23,500 square mile flightline (4,000 of those miles are gravel roads) can be extremely difficult at best. As always we were up to the task. The first problem we encountered with the new Humvee was the delicate nature of the front windshields. The windshields turned out to be very susceptible to cracking from even the smallest of rocks. Thus far, we've spent $62,500 to replace 25 windshields in just four months. Facing a budget short fall, nine of our maintainers teamed up to solve the problem. A Tiger Team? A PAT Team? No, a Vehicle Maintenance Team led by MSgts Tom Demers and John Edmonston; TSgts Darrell Stegman and Chad Pinkerton; SSgt Wayne Guttierrez, and Mr. Duane Bolender, Ken Haggart, Rex Jewett, and David Marzolf, came up with a solution.

Using readily available supplies from local vendors, the team developed a barrier windshield costing less than $50. The barrier windshield, made from a flat piece of laminated safety glass, is mounted on the original windshield using 3M Superfast Urethane. The urethane creates an air tight seal between the original windshield and the barrier without affecting vision or the integrity of the clear armor windshield. If this barrier windshield is broken it is simply removed and replaced, without harming the original $2,500 windshield. Fifty dollars versus $2,500…you do the math.

As with any modification there were concerns. Would the modification fog up? Would the modification defrost? Would the ballistics of the clear armor be affected? Would it distort vision? Would it affect night vision through Night Vision Goggles? All of these questions were asked and in each case the answer was a resounding no. The modification did not fog up, and when purposely iced the modification defrosted. There was no distorted vision and in night vision tests the modification performed just as well as the original windshield. In ballistics tests (we shot it with an M855 Ball round equipped with a steel penetrator), it actually protected better than the original windshield.

Our next challenge concerning the Humvee soon surfaced when the engine kept throwing serpentine belts, sometimes as often as every 50 miles. This problem had already cost us over $10,000 for a replacement engine. TSgt Darrell Greenwood stepped up and developed two modifications to overcome the belt problem. The first modification was a dash mounted indicator light wired into the vehicles charging system that warned the operator when the belt came off. The second modification involved replacing one of the top idler pulleys with a different pulley, also found at local vendors. To date we have driven over 5,600 miles without a belt coming off. Both of these modifications combined cost less than $50.

By reducing costs for windshield replacements, and solving belt problems, Malmstrom continues to do better and smarter things with less. In this age of budget cuts, downsizing, and out-sourcing, some people have chosen to follow, and some to get out of the way. At Malmstrom Air Force Base, the 341st Transportation Squadron and the 341st Space Wing can't afford to follow and we won't get out of the way. We will take the lead for the Air Force Space Command and the United States Air Force when it comes to taking on a challenge. We have always had and always will standby our squadron motto, "Nobody Moves Without Us"

POC: MSgt Tomas Demers
341 TRANS/LGTM
Malmstrom AFB MT
DSN: 632-6306

AIR FORCE SCHOOL HOUSE

TRANSPORTATION TRAINING MATERIAL AVAILABILITY

The schoolhouse has instituted several programs designed to reduce training costs. First, the Hazardous Material (HAZMAT) Exportable Course Managers have received many inquiries by FAX, telephone, and e-mail about the revised HAZMAT Preparer and Inspector (Initial) Courses scheduled to be released by 1 April 2000. The course materials, including the student guide, trainer guide, and extracts for both courses will be available on CD-ROM. The CD-ROMs will automatically be distributed to existing accounts via the Postal Service. You can expect to receive them no later than mid-June. If you haven't received your materials by then, please contact this office.

If you do not have an account and would like to establish one, visit the Transportation Training Website at http://www.lackland.af.mil/345trans/tdeexpor.html., click on the TDE icon, then follow the on-screen instructions. Unit Education and Training Managers (UETM) must complete the package order form and submit it by FAX to DSN 473-4913/COMM (210) 571-4913.

We frequently get inquiries about the technical specialist course. That course is managed at the local level. The information source for it is located at Wright-Patterson AFB OH on http://www.mil.wpafb.af.mil/hazmat/info/training/trngindx.html. This site offers training information, frequently asked questions, and links to other related sites. The purpose of the technical specialist course is to provide local (base-level) training for preparing hazardous cargo/unit equipment for military air transportation during mobility operations or tactical contingencies. Inquiries concerning this course will be referred to the proper agency.

We envision being able to offer exportable HAZMAT testing via computer in the near future. Changing the testing method will expedite the whole process to include test scores, and analysis and recording of student performance. Additionally, expenses incurred and time involved will be significantly reduced. We are in the beginning stages of exploring this option, and have no set date for implementation. Please visit our website and read this newsletter for updated information.

In additional to changes in the exportable HAZMAT courses, there have also been changes in the Air Transportation Craftsman Course. The Air Transportation Craftsman Course Study Guide is now available on the 345th Training Squadron's website. Students selected to attend the 7-level course are highly encouraged to visit this site and print their

own copy prior to arriving at Lackland AFB. We suggest students bring their printed copy to class, otherwise they will not be able to write in or highlight items. The schoolhouse provides reusable study guides for use while the class is in session, which are collected on graduation day. So, if you want a personal 7-level study guide, print it before leaving your permanent duty station and bring it with you. The study guide is at http://www.lackland.af.mil/345trans/index.html. Select "Courses Offered," from the main page, then select "7-level Study Guide," and follow further instructions on screen from there.

If a student scheduled to attend this course is, for some reason, unable to print the study guide and arrives without their own copy, a CD-ROM with the study guide on it will be loaned to them so they can take it to a printing shop in the local area, i.e., Quick Print, Kinkos, etc., and pay out of their pockets to have it printed. This expense is non-reimbursable. Please note: There is no place on Lackland that has the resources to obtain a printed copy of this study guide.

Any student desiring an electronic copy of this study guide can bring a blank, recordable CD-ROM with them and the course material will be copied onto this CD and given to them at the end of the course.

We are in the process of placing all advanced course study guides on our website. Questions concerning Air Transportation Training can be directed to MSgt Preston Barlow at DSN 473-4910/COMM (210) 671-4910 or E-mailed to preston.barlow@lackland.af.mil. Questions concerning Exportable HAZMAT Courses can be directed to Ms Donna Bibbs at DSN 473-3669/COMM (210) 671-3669 or E-mailed to donna.bibbs@lackland.af.mil.

POC: Capt Heath
345TRS/TTT
Lackland AFB TX
DSN: 473-8300

Schoolhouse At Port Hueneme, CA

Greetings from the Vehicle Maintenance Schoolhouse at Port Hueneme, CA. We would like to thank all of you in the functional community for the support you have given us. We would also like to take this opportunity to address an issue that has been brought to our attention through the administration of our Training Assessment Surveys, which are given on the final day of training. Many of our students have relayed to us that they find it difficult to obtain information about any of our training courses, to include the Mobile Training Team (MTT) courses and locations. Additionally, they have expressed an interest in having access to phone numbers for billeting, information on local transportation, etc. Our website, http://det1-345.port-hueneme.af.mil/, [NOTE: Do not type www] answers the majority of their concerns. This website contains class start times, building numbers, billeting information (to include DSN telephone numbers), the Vehicle Maintenance Course Schedule, telephone numbers of key personnel and course areas, and links to other useful sites that are maintained by the U.S. Navy. We feel that if future students visit this website, it will reduce the stress they experience before traveling here. As always, we are always open to suggestions and constructive criticism.

POC: TSgt Stevie Holloway
Instructor, Vehicle Maintenance Management Element
Port Hueneme CA
DSN: 551-2783
E-mail: holloways@det1-345.port-hueneme.af.mil

Spangdahlem Training and Manpower Function

Who's monitoring your manpower and training? Many of you complain about not having enough time to train, losing manpower slots, and other associated issues. Instead of complaining, the folks at Spangdahlem took action and created a new function. Said CMSgt Ralph J. Celento, III, we made a conscious decision to sacrifice from the support side of the operations element and create a Training Manpower Function (TMF).

The TMF is the focal point on several key programs that have greatly improved our productivity and readiness. Some of the initiatives they have implemented include:

- Computer lab for hands-on-training on all OLVIMS modules, Office 97 programs, email, local area network procedures, and the now infamous REMS computer based training program
- OJT records work station where supervisors can sit down with the trainee and review the records and make good training decisions. This provides an opportunity for the supervisor to have the "experts" at their fingertips and ensure records are documented correctly
- Training 2000 (reference our article in previous issue)
- Manpower 2000 a program that tracks our authorizations, assignments, READY augmentees, special time for OLVIMS - MCA as well as our direct labor rates
- OJT records on not only the TSgts and below, but also our civilian employees. We looked at the track record for training and said to ourselves "our civilians also need training and it should be documented". Without the "qualified" member (military and civilian), we will never satisfy the mission
- Large size organizational chart that reflects the chain of command, position numbers, funded grade, filling person, how many in each grade, how many in skill levels, in-bounds and out-bounds. This single chart makes management of the people and reporting statistics like SORTS and TDY reclamas a whole lot simpler
- In-depth training plans on not only vehicles, but also work centers (dispatch, fleet, operator records and licensing, deployment vehicle operations, transportation control center, convoy operations, explosives transport, flightline certification, MOPP 4 task qualification training, and a few more). These lesson plans ensure standardized training and are used as a reference guide for work centers everyday.

This office also works projects like Chief of Staff Logistics Reviews, manpower variances, and workload management/administration. Our payback from this office has been superb. For example:

- After an intensive training effort on OLVIMS – Dispatch, we raised our monthly count from less than 800 to over 2600 in four months.
- When we get an allocation notice, the TMF is the focal point for sponsorship appointment, sponsorship training and all the other personnel actions to ensure a smooth reception of a new flight member.
- Our direct rates have risen from 30% to 83% per month, well above the 65% Air Force minimum.
- Our personnel (all categories) have developed refined skills on CORE, wartime, and ancillary training.
- ZERO no-shows for training appointments in three months.
- Supervisor and trainee improved understanding and awareness of training program requirements and expectations.

If you would like to get copies of the programs and products we have developed, please contact SSgt Robert (Skip) Baxter at Robert.Baxter@spangdahlem.af.mil or SSgt Scott Neu at Scott.Neu@spangdahlem.af.mil.

POC: CMSgt Ralph J. Celento, III
Spangdahlem AB, Germany

OTHER ITEMS OF INTEREST

ACC 1999 Annual Award Winners

HQ ACC recently announced the winners of their 1999 Transportation Awards and nominees for the annual Air Force Transportation Awards competition. The award categories and winners/nominees are:

a. The Colonel Cynthia L. Benulis Air Force Transportation Field Grade Officer of the Year:
Major Mack L. Breeland, 2nd Transportation Squadron, Barksdale AFB LA.

b. Air Force Active Duty Transportation Company Grade Officer of the Year:
Captain Jason L. Campbell, 9th Transportation Squadron, Beale AFB CA.

c. Air Force Active Duty Transportation Senior Non-Commissioned Officer of the Year:
Senior Master Sergeant Mark P. Balzart, 4th Transportation Squadron, Seymour Johnson AFB NC.

d. Air Force Active Duty Transportation Non-Commissioned Officer of the Year:
Technical Sergeant Selvin O. Manboard, 28th Transportation Squadron, Ellsworth AFB SD.

e. Air Force Active Duty Transportation Airman of the Year:
Senior Airman Phillip R. Fowler, 28th Transportation Squadron, Ellsworth AFB SD.

f. The George F. Ruestow Air Force Transportation Senior Civilian Employee of the Year:
Mr. Dale A. Landis, 28th Transportation Squadron, Ellsworth AFB SD.

g. Air Force Transportation Civilian Employee of the Year:
Mr. Dennis G. Berkey, 28th Transportation Squadron, Ellsworth AFB SD.

h. The Military Traffic Management Command (MTMC) Award for Excellence in Traffic Management:
Technical Sergeant Campbell S. Hood II, 28th Transportation Squadron, Ellsworth AFB SD.

i. National Defense Transportation Association (NDTA) Outstanding Instructor of the Year:
Staff Sergeant Veronica M. Westrich, 2nd Transportation Squadron, Barksdale AFB LA.

j. Air Reserve Component Field Grade Officer of the Year:
Major Annette Caro, HQ ACC/LGTT, Langley AFB VA.

k. Air Force Vehicle Maintenance Unit of the Year:
2nd Transportation Squadron, Barksdale AFB LA.

l. Air Force Vehicle Operations Unit of the Year:
2nd Transportation Squadron, Barksdale AFB LA.

m. Air Force Traffic Management Office of the Year:
363rd Expeditionary Transportation Squadron, Prince Sultan AB SA

n. Air Force Transportation Combat Readiness and Resources Unit of the Year:
49th Transportation Squadron, Holloman AFB NM.

o. Air Force Special Transportation Activity of the Year:
3rd Combat Communication Support Squadron, Tinker AFB OK.

p. Air Force Terminal Unit of the Year:
99th Transportation Squadron, Nellis AFB NV.

q. National Defense Transportation Association Military Unit of the Year:
49th Transportation Squadron, Holloman AFB, NM.

POC: Capt Dale Reed
ACC/LGTTM
Langley AFB VA

DSN: 574-3214.

AETC 1999 Award Winners

The following units and individuals are the 1999 Air Education and Training Command outstanding transportation award winners in their respective categories. Those identified by a ($) will compete at Air Force level:

a. ($) Vehicle Maintenance Unit of the Year:
97th Transportation Squadron, Altus AFB OK.

b. ($) Vehicle Operations Unit of the Year:
81st Transportation Squadron, Keesler AFB MS.

c. ($) Traffic Management Office of the Year:
37th Transportation Squadron, Lackland AFB TX.

d. ($) Transportation Combat Readiness Unit of the Year:
97th Transportation Squadron, Altus AFB OK

e. ($) NDTA Military Unit of the Year:
97th Transportation Squadron, Altus AFB OK

f. ($) Air Terminal Unit of the Year:
97th Transportation Squadron, Altus AFB OK

g. ($) Special Transportation Activity of the Year:
336th Training Support Squadron, Transportation Section, Fairchild AFB WA.

h. ($) The Colonel Cynthia L. Benulis AETC Transportation Field Grade Officer of the Year:
Major Kevin H. Doyle, Commander, 97th Transportation Squadron, Altus AFB OK

i. ($) Active Duty Transportation Company Grade Officer of The Year:
Captain Anthony B. Holmes, Chief, 47th Transportation Division, Laughlin AFB TX.

j. ($) The George F. Ruestow AETC Transportation Senior Civilian Employee of The Year:
Ms. Cynthia A. Holiday, 37th Transportation Squadron, Lackland AFB TX

k. ($) Transportation Civilian Employee of The Year:
Mr. Samuel James, Jr., 82D Logistics Squadron, Sheppard AFB TX.

l. ($) Active Duty Transportation Senior Noncommissioned Officer of the Year:
Senior Master Sergeant Ronald E. Jernigan, 314th Transportation Squadron, Little Rock AFB AR.

m. ($) Active Duty Transportation Noncommissioned Officer of The Year:
Technical Sergeant George B. Stickle, 97th Transportation Squadron, Altus AFB OK.

n. ($) Active Duty Transportation Airman of The Year:
Airman First class Tye W. Lindstedt, II, 97th Transportation Squadron, Altus AFB OK.

o. ($) The MTMC Award for Excellence in Traffic Management:
Technical Sergeant Tommie M. Garcia, 37th Transportation Squadron, Lackland AFB TX.

p. Transportation Unit Support Noncommissioned Officer of The Year:
Master Sergeant James R. Mandrick, 81st Transportation Squadron, Keesler AFB MS.

q. Transportation Unit Support Airman of The Year:
Senior Airman Rudolph Dupree, 81st Transportation Squadron, Keesler AFB MS.

r. ($) ARC Transportation Senior Noncommissioned officer of The Year:
Master Sergeant John W. Kemper, 56th Transportation Squadron, Luke AFB AZ.

s. ($) ARC Transportation Noncommissioned Officer of the Year:
Technical Sergeant Eric J. Smith, 56th Transportation Squadron, Luke AFB AZ.

t. ($) ARC Transportation Airman of The Year:
Senior Airman John D. Payne, III, 56th Transportation Squadron, Luke AFB AZ.

Our sincere congratulations are extended to these dedicated men, women, and units for their superior accomplishments. We are confident our Air Force nominees will represent Air Education And Training Command extremely well during the forthcoming Air Force competition; you are the best and good luck at Air Staff level.

POC: Mr. Tom Stokes
HQ AETC/LGTR
Randolph AFB TX

Who's Who in America

Mr. Larry Wood, Air Force Packaging Technology and Engineering Facility (AFPTEF) Supervisor, has been notified that his professional bio has been accepted for publishment in the October "Who's Who in America". His job knowledge and unique position as an Air Force Supervisor in Packaging Engineering have been determined to be of national interest. This is a distinct honor to Both Mr. Wood and the Air Force.

POC: Mr. Larry A. Wood
HQ AFMC/LSO
Wright Patterson AFB OH

MEEP Corner

Following is the latest status on several vehicle-related projects that are currently being evaluated under the auspices of the ACC Management Equipment and Evaluation Program (MEEP):

a. T99-22, Automated Oil Change System. The Eco-Lub-Vac-Injection-System(tm) (ELVIS), manufactured by Caylin Environmental Technologies, Inc., is a fully automated oil change system that evacuates used oil from an engine and injects fresh oil back into the engine. This procedure is accomplished through a single hose attached to a special drain plug on the vehicles oil pan. The manufacturer claims that under ideal conditions a 5-quart exchange can be accomplished in as little as three minutes, a 44-quart exchange in about six minutes. Project is progressing satisfactorily and will be closed in May 2000.

b. T99-31, Anti Corrosion Spray. "TaskMaster A-120" Anti-Corrosion Spray, manufactured by Northwest Anti-Corrosion Inc. Designed to prevent corrosion on any metal, new or old, and prevent future corrosion for several years. The product uses a no drip formula that stays where you spray, even overhead, and actively penetrates through heavy rust and into seams down to the fresh metal. It then cures to seal the metals surface. Oxygen and moisture cannot reach the metal and corrosion cannot start. Project started in June 1999 and will end in May 2000.

c. T99-70 Heated Windshield Wipers. Heated Windshield Wipers, manufactured by Northland Engineered Products, Inc. These windshield wipers are designed to maintain a minimum of 50°F temperature at from -60°F to +100°F over the entire length of the wiper, without using thermostats or other external devices. The wipers are wired into the ignition system, not the wiper circuit, to start de-icing immediately while your vehicle is warming up. The heavy-duty wipers are said to be effective year round, are made from stainless steel with specially compounded rubber blades. Project started in January 2000 and will close in June 2000.

d. T00-02 Battery Brain. Battery Brain manufactured by Purisys, Inc. The Battery Brain is a devise that prevents a vehicle battery from being drained beneath a certain level. If you leave your lights on while parking or any doors open, radio, telephone, interior lights on, or there is an unknown shortage in the electrical system. The "Brain" that is attached to the vehicle battery will disconnect the load from the vehicle battery when its energy drains beneath a certain level, in that way it prevents the vehicle battery from being drained below the energy level needed to restart the engine. Project started in January 2000 and will close in June 2000.

e. T99-14 Pneumatic Wire Brush. Model DBS 3500 Pneumatic Wire Brush, manufactured by Wurth Florida, Inc. Designed to remove undercoating, seam sealer, and paint with incredible speed and little effort, the tool does this by actually "hitting" the undercoating or sealer off. The DBS 3500 does not grind; therefore, it does not create heat or dust. Each metal bar on each brush works independently of each other creating a very flexible, efficient remover. The flexible wire belts are designed to work with this pneumatic tool. Special gear ratios maintain the torque needed to provide optimal performance of the wire brushes, and speed is controlled by means of a sensitivity trigger. Project will be closed in March 2000.

f. OT99-69 Hand Held Mig Welder. Model 1000 "Ready Welder II", and Model 30500 Resistor Box, made by Ready Welder Corporation. Designed as a complete turnkey Mig welding system. By adding two or three 12 volt DC deep cycle batteries connected in series - and safety gear - and it is ready to weld. Project started in March 2000.

g. T99-76 Portable Mechanic Body Rest Device. "Easy Rest Reach Boom", made by WMI Industries. Product is a mechanics type overhead creeper; designed to relieve mechanics from the frustrations and pains they experience when they are bent over a fender or a hot radiator while working in the engine compartment of a vehicle. The Easy Rest Boom is an adjustable caster mounted mechanics work stand, which can be easily rolled to the vehicle. It's fitted with a padded chest and stomach support that gives maximum accessibility to the entire engine area from the front or either side. Project started in March 2000.

h. T99-73 Small Tire Changer. The Model CH-22 small tire changer is manufactured by Tire Service Equipment Company. The Model CH-22 has 3 jaws that can quickly and easily secure 4" to 16.5" wheels. All that is required is to set two of the adjustable jaws to the wheel diameter and tighten the remaining jaw to hold the wheel in place.

i. T99-72 Combo Chassis and Engine Ear Electronic Stethoscope. Model 06606 "Combo Chassis Ear/Engine Ear made by Steelman/JS Products is an advanced electronic stethoscope, designed to out perform and replace the ordinary stethoscope. This time saving device is designed to detect bad bearings, bushings, and noisy lifters, exhaust manifold leaks, broken or chipped gear teeth. It can also be used to pinpoint the location of wind and water leaks around doors and windows. Project started in February 2000.

j. T00-12 Portable Jump-Start Unit. Model ES1224 "Truck Pak", a heavy duty, high capacity, 12 and 24 volt Portable Power Vehicle Jump-Start unit made by Century Manufacturing Co. The unit has 800 cranking amps for 12-volt vehicles and 600 cranking amps for 124-volt vehicles and a switch for selecting each range. It has a built in handle and a test switch for checking the remaining power level of the power pack, flexible, extra long heavy-duty cables for the hard to reach batteries. The power Pak can be recharged from any 12 volt AC or DC power supply. Project started in March 2000.

k. T99-75 Portable Vehicle Lift. Model USL-6000 Portable Universal Scissor Lift, manufactured by Mohawk Resources Ltd., Manufacture claims the lift offers a full rise design to lift straight up and down, with no horizontal

movement. No installation is required, the lift comes fully assembled, ready to operate. It takes up minimal space; the unit is a quick load lift, i.e., just drive on, position the contact pads and raise the vehicle. It is fully portable, easily moved on hard surfaces by one person, offers unobstructed side access for brakes/tire service; makes a great lift for other repairs, and as an estimating lift for body shops.

We also have several CE related projects that are on going. If you want to know more about any of the projects or our program give us a call. Remember we work under the Try-Before-You-Buy concept; if there is an item you are thing about buying and are not sure that it will accomplish the job in a satisfactory manner, give us a call and we will try and obtain the item for you to test free of charge. Our DSN number is 574-4410/08 and our e-mail addresses are: buckley.hollyfield@langley.af.mil, charles.batchelor@langley.af.mil, Russell.craig@langley.af.mil, ames.harley@langley.af.mil, ronnie.ward@langley.af.mil

POC: Mr. Curtis L. Smith
ACC/LGTTP
Langley AFB VA
DSN: 574-4779

Quarterly Review from JTCC---

MESSAGE FROM THE CHIEF INFORMATION OFFICER (CIO)

Our CIO mission is "to provide the most cost-effective Information Technology (IT) for our Defense Transportation System (DTS) customers and stake-holders and to ensure all information is furnished in the most effective and efficient manner to meet the transportation needs of the Nation…."

To facilitate this mission, one of my top goals outlined in the CIO-500 day plan is to improve the effectiveness, efficiency, and readiness of the DTS through Functional Process Improvement (FPI) initiatives. The CIO achieves this goal via the Joint Transportation Corporate Information Management (CIM) Center (JTCC). The JTCC continues to lead the Department of Defense (DoD) in FPI efforts and is a great resource available to DTS customers to improve transportation and deployment processes. We will endeavor to complete FPI initiatives based on improvements needed in the various areas of the DTS by considering the expected return on investment and/or increased level of readiness. We focus our FPI efforts on the DTS critical transportation processes specified in the DTS Operational Architecture.

If you feel your current DTS process is a candidate for an FPI program, the JTCC may be able to facilitate your initiative. Your FPI will be prioritized by the Transportation Functional Working Group (TFWG) and initiated as resources are available. Proposed or requested FPI projects will be assessed, planned, programmed, coordinated, and accomplished following the established DoD format and procedures. Customer-funded initiatives will likely be included in the JTCC workload, and other FPI initiatives will be worked as funding allows. I encourage you to contact the JTCC concerning your potential DTS FPI initiative. My point of contact is Colonel Carl A. Whicker at DSN 576-3653 or (618) 256-3653.
Volume 1, Number 1, *March 2000*

What is Functional Process Improvement (FPI)?

In August 1993, the JTCC was chartered by Deputy Under Secretary (Logistics) (DUSD/L) to assume a central role in DoD transportation by facilitating corporate business process improvements and the application of automated information systems and related technologies to maximize operational effectiveness. The Clinger-Cohen Act of 1996 emphasizes the need to do a better job of prioritizing IT capital investments and being accountable for the results. These are two important milestones in JTCC's effort to change and improve the DTS through FPI initiatives.

Strategic guidance is the start point for the FPI process to ensure goals and objectives of corporate leadership are reflected. The process includes benchmarking to determine "best of breed" and comparing where we are in achieving the strategic vision. Once the FPI is identified, JTCC develops a charter with the process owner that outlines what and how we are going

to conduct the FPI. We then identify the end-to-end process that needs to be fixed in terms of measurable performance in the end state vision and break the action down into projects that are addressed through the project plan.

Next comes process reengineering; we normally develop an "as-is" process model and assess enablers/constraints. Then through analysis of the "as-is" performance, performance gaps, and enablers, we identify improvement opportunities, redesign processes, develop "to-be" models, and perform functional economic analyses that include the organizational change plan to support the "to-be" vision and the technology change plan enabling the new process to function. Then the real change starts--the new process should be tested in a laboratory or through a Proof of Concept and an Implementation Plan developed. Finally, execution of an FPI includes implementing procedures, restructuring organizations, etc.

TFWG UPDATE

The TFWG is a forum in which DTS representative users work related functional and technical issues and ensure customer involvement in the process. It is an advisory group to provide input to senior DoD leadership of the transportation mission functional area concerning identified business practices that can be improved through changes in processes and application of information technology.

The principal role of the TFWG is to formulate and recommend Command, Control, Communications, and Computer (C4) systems and technologies that enable functional process improvements, in conjunction with the DoD components, to maximize operational effectiveness and efficiency of the DTS. The TFWG mission also includes recommending projects to be undertaken by the JTCC to further the effectiveness and efficiency of the DTS.

The TFWG will participate in the development of the DTS architectures and provide subsequent recommendations for changes and updates; monitor the progress in transportation automated information systems migration, data standardization, and functional process improvement; facilitate resolution to transportation issues; and ensure integration of transportation functionality throughout the DTS.

The TFWG currently meets three times a year and brings key players of the DTS community together to provide functional input of user organizations and respective transportation automated information systems. TFWG members represent DUSD(L), Joint Staff, Services, Commanders-in-Chief (CINCs), Defense Logistics Agency (DLA), USTRANSCOM, and Transportation Component Commands. The last TFWG was held 4-8 November 1999, focusing on transportation functionality and changes in the joint DTS community. TFWG voting members refined the previously approved FPI future projects list and reviewed and recommended prioritization of the JTCC projects for FY00. The TFWG prioritized the JTCC projects as follows (process owner identified in parentheses):

1. Unit-level Deployment, Redeployment, and Reception, Staging, Onward Movement and Integration (RSOI) (JS-J4)
2. DTS Reference Tables (ADUSD(L-TP))
3. Global Distribution/Joint Theater Distribution (JS-J4)
4. Advance Shipping Notice (TCJ4)
5. TC-AIMS II Platform Integration (MTMC)
6. Joint Deployment Operational Architecture (JS-J4)
7. Worldwide Customs Process (TCJ4)
8. Transportation Discrepancy Report (TCJ3/J4)
9. Containerization Consolidation Point Billing Process (TCJ4)
10. Joint Mobility Control Group Process Reengineering (TCJ3/J4)
11. Patient Movement (TCSG)
12. DTS FPI Pilot Program Initiatives (TCJ4)
13. Objective Joint Mobility Control Group (TCJ3/J4)
14. Single Mobility System Functional Economic Analysis (TCJ6)

15. Single Transportation Accounting and Financial Management Feasibility Study (TCDC)
16. Feasibility Study Intel Photo Database (TCJ2)

The next TFWG is scheduled for 20-22 March 2000. For more information on the TFWG, contact Mr. Larry Campbell at DSN 576-8501 or (618) 256-8501, e-mail Larry.Campbell@hq.transcom.mil. Additional information can be obtained on the USTRANSCOM business web page at https://business.transcom.mil/JTCC/tfwg/tfwgindx.html.

Improving The Deployment Process

The JTCC is currently working with the Joint Staff and the Joint Deployment Process Owner (JDPO) of U.S. Joint Forces Command to improve the deployment process. The JTCC documented current deployment, RSOI, and redeployment processes (As-Is) and identified recommendations for improvements to the overall deployment process (To-Be). An Implementation Plan was developed in coordination with the Joint Staff, and documented in an abbreviated functional economic analysis by the JTCC.

Current JTCC activities in the deployment process improvement arena include the development of implementation plans for transportation infrastructure information, Air Mobility Command personnel tasking and sourcing, and reengineering of the deployment process--specifically a process that provides validated Time Phased Force Deployment Data (TPFDD) for the first 7 days of flow within 72 hours of notification. JTCC documented outcomes of the JDPO's Collaborative Planning Conference in December 1999. Specific accomplishments of the conference were:

- Developed an "As-Is" and "To-Be" framework through TPFDD validation.
- Identified candidate areas for collaboration.
- Identified "trigger" to initiate the 72-hour TPFDD time standard for deployment.
- Identified a list of needed capabilities to enable the "To-Be" framework.

The trigger identified to initiate the 72-hour TPFDD for deployment is an appropriate order (e.g. Alert, Deployment, etc.). The JS J3 will update Joint Operations Planning and Execution System (JOPES) Volume I, to reflect this change. Specific data needed to meet the 72-hour time standard are: the who, what, where, when, why, deployment duration, project code, and instructions to supporting/supported commanders. The framework and required enablers identified at this conference will be used as a starting point to prepare for Millennium Challenge (MC) 00 assessment at the Joint Battle Center (JBC) in May 2000 and MC 00 experiment in August 2000. The JBC will assess the "To-Be" Joint Deployment Process, focusing on the 72-hour TPFDD development process, during MC 00. The JTCC Functional POC is Ms. Donna Lance, DSN 576-8501 or (618) 256-8501, e-mail: Donna.Lance@hq.transcom.mil.

JOINT THEATER DISTRIBUTION

Joint Theater Distribution (JTD) FPI project documents processes related to day-to-day requisitioning, distribution, and retrograde of materials. JTCC has been involved in JTD since 1996 when U.S. Army Europe (USAREUR) requested assistance to produce a deployment manual. In 1997 U.S. European Command (USEUCOM) requested JTCC assistance to analyze the USEUCOM theater distribution process as a result of the Bosnia redeployment/total asset visibility initiative. In 1998, U.S. Pacific Command requested similar assistance. The Joint Staff has recognized applicability of JTCC JTD efforts to other initiatives, such as the Joint Logistics Warfighting Initiative (JLWI).

The JLWI focuses on theater distribution process improvement in U.S. Central Command (CENTCOM). JTCC recently accompanied USCENTCOM in theater to collect theater distribution data. As a result, draft USCENTCOM "As-Is" theater distribution process maps and narratives were prepared and are in coordination. CINC, Service, and Agency representatives will be invited to participate in future workshops to determine actions to revise requisitioning, distribution, and retrograde processes and systems. Changes to joint distribution doctrine and Service/Agency policies and procedures will also be addressed. Additionally, the JTCC JTD process data has been used as source data for the Global Distribution

Joint Publication currently in draft. The JTCC Functional POC is Mr. Tom Loeffler, DSN 576-8501 or (618**) 256-8501, e-mail: Thomas.Loeffler@hq.transcom.mil.**

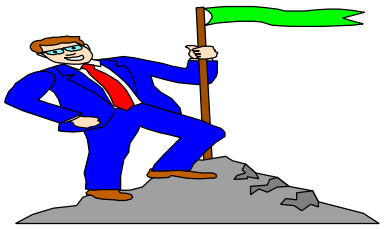
Transportation Discrepancy Report Process Improvement

JTCC conducted workgroups and developed a functional economic analysis for the process owner, USTRANSCOM/TCJ4, with the purpose of improving the Transportation Discrepancy Report (TDR) process. Analysis focused on the following TDR Standard Form (SF) 361 processes and procedures and value-added process components:

- Automation – MTMC TDR on the WEB initiative
- Cost of SF 361 processing versus value of recovery
- SF 361 and classified or high value shipments, non-claim discrepancies, and value-added from cargo movement system discipline
- Local settlement of claims especially with express carriers

This FPI streamlined the process and identified opportunities for process improvement. Major accomplishments include MTMC proceeding with DoD-wide implementation of the TDR on the WEB reporting and Computer Based Training (CBT) training on the WEB; initial changes to DTR, Part II, Cargo Movement, that include $500 property value damage or loss floor for TDR submission with local settlement of claims less than $500 authorized; and an economic analysis, which projects $4 to $7 million annual savings with full implementation of TDR on the WEB and stream-lined organizations and processes. The result is a streamlined process and organizations with better tools. The JTCC Functional POC is Mr. Tom Loeffler, DSN 576-8501 or (618) 256-8501, e-mail: Thomas.Loeffler@hq.transcom.mil.

Single Transportation Process Initiative (STPI)



JTCC is supporting USTRANSCOM/TCJ3 in a revolutionary FPI, which will develop a single transportation process used universally in peace and war. STPI is the implementation strategy of USTRANSCOM strategic objectives 3.3. and 3.11. Objective 3.3 states "By FY02 implement reengineered business processes to integrate DTS and JOPES. Objective 3.11 states "By FY03, establish a common command and control structure…capable of directing assigned assets in the production of effective and efficient transport-ation services to DOD."

To initiate the FPI effort, JTCC facilitated the first workgroup 4-7 January 2000 with USTRANSCOM and Transportation Component Commands. USTRANSCOM TCJ3/J4 kicked off the work group, stating that this initiative could be "the most important thing that happens at USTRANSCOM in the year 2000." The General emphasized that the J3s and J4s of the world don't talk to each other and, in fact, have different rules, lingo, and processes.

The work group was a very productive session that examined the history of the two separate processes and identified today's process, stakeholders, process drivers, and barriers. It concluded with agreement on a targeted high-level flow process for inter-national cargo and passenger movements and the need for a common look and feel technology front-end interface and identified core data requirements. The TCJ3 process owner briefed results to TCJ3/J4 with approval to continue examining the single process within the established work group. Another work group session is scheduled for April 2000 time frame to refine cargo and passenger single movement process and address the domestic movement process issue. If the process is approved by USTRANSCOM senior leadership, then follow-on action will require CINC, JPEC, Service, and Agency involvement. The JTCC Functional POC is Mr. Jeff Blackwood, DSN 576-8501 or (618) 256-8501, e-mail: Jeff.Blackwood@hq.transcom.mil.

DTS Operational Architecture is Available

The DTS Operational Architecture (OA) is the functional component of the overall DTS Enterprise Architecture (EA), approved by USCINCTRANS 31 August 1999. The DTS EA is an on-going effort to document operational, technical, and systems architecture views that detail functional processes and provide technical guidelines/standards for system interfaces and interoperability for the DTS.

The DTS OA view forms the operational framework on which to base supporting automated information systems and technical architectures. The OA looks at the DTS as a whole from a "big picture" view. The architecture is not dependent on "who's in charge" of certain parts of the DTS, but focuses on information that must flow through the system to complete a successful movement.

The DTS community has accomplished a great deal in documenting its processes and process improvements. The OA seeks to gather this work under one umbrella using the Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) framework. It defines operational elements, activities, tasks, and information exchange requirements that support the operational DTS. The DoD can use this document as a foundation for depicting future operational views of the DTS and identifying operational areas requiring change. The OA currently depicts relationships and interdependencies of "As-Is," and some near-term "To-Be" functional processes and activities from the eight DTS functional areas: deployment/redeployment, sustainment, patient movement, passenger movement, cargo movement, personal property, vendor shipments, and special missions. The JTCC focuses FPI efforts on these eight DTS functional areas. JTCC Functional POC is Mr. Dennis Strong, DSN 576-8501 or (618) 256-8501, e-mail: Dennis.Strong@hq.transcom.mil.

Advance Shipping Notice

JTCC is supporting USTRANSCOM/TCJ4 in developing a process that will provide a more accurate forecasting tool of cargo destined to arrive at ports. This initiative is called Advance Shipping Notice (ASN) and is developing capability to accurately project cargo arrival at CONUS Aerial Ports of Embarkation (APOE) to improve airlift scheduling and utilization while minimizing port hold times and increasing APOE throughput.

ASN allows the Tanker Airlift Control Center (TACC) to assign lift before cargo arrives and a backlog develops. Projected results include improvement in air mobility system readiness, flexibility, capability, and scheduling stability; reduction in average port hold times, increased cargo velocity, and enhanced time definite delivery service for the DTS. The performance target is to predict daily cargo arrival at APOE within one C-17 equivalent (+/- 25 short tons and/or 7000 cubic feet).

ASN proof of concept completed in April 1999 proved that ASN predictive capability was feasible. Three to eight days advanced notice is achievable for sustainment cargo and up to 20 days is achievable for unaccompanied baggage. Direction was given to conduct a "live data" validation test for unaccompanied baggage, which began November 1999. A validation test for DAAS sustainment will also take place in FY00. The JTCC Functional POC is Ms. Kathy Sneider, DSN 576-8501 or (618) 256-8501, e-mail Kathleen.Sneider@hq.transcom.mil.

Note: JTCC Quarterly Review is published on a quarterly basis to keep DTS customers informed on new and on-going FPI initiatives. If you have questions, comments, or recommendations concerning the JTCC Quarterly Review, contact Donna Lance at DSN 576-8501 or commercial (618) 256-8501, or e-mail them to Donna.Lance@hq.transcom.mil. Additional information about the JTCC can be accessed from the JTCC home page at https://business.transcom.mil/JTCC/jtcc.html.

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